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# **Contra Costa Health Care for the Homeless, Strategic Plan 2019-2021**

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## MISSION

Our mission is to improve the health of the homeless population in Contra Costa County by increasing access to health care and by providing a team-oriented approach to health care that focuses on harm reduction and integration of behavioral and medical services.

## VISION

All persons experiencing homelessness in Contra Costa County are able to access comprehensive health care services in order to improve health status, effectively manage any chronic conditions and thrive as community members.

## 2018-2020 STRATEGIC PLAN GOALS AND OBJECTIVES

The following goals and objectives were unanimously approved by the Healthcare for the Homeless Co-Applicant Governing Board in December 2018 ([meeting minutes](#)).

Operational oversight of the Strategic Plan is the responsibility of the Healthcare for the Homeless (HCH) Management Team, including:

- Rachael Birch, Project Director
- Dr. Joseph Mega, Medical Director
- Linae Young, Planning & Policy Manager
- Elizabeth Gaines, Nurse Program Manager
- Michael Myette, Mental Health Program Supervisor
- Alison Stribling, Quality Improvement Team
- Julia Surges, Quality Improvement Team
- Gabriella Quintana, Quality Improvement Team

## Clinical Services & Quality Improvement

Goal	Objectives	Project Status	Completion Date
Develop a detailed plan for fixed and mobile services in East Contra Costa County in collaboration with the Health, Housing and Homeless Division, CCHS Ambulatory services and community partners	Review possible site locations as needed	Ongoing	-
	HCH Board to annually review possible East County sites	Complete	2018: <a href="#">07/2018</a> 2019: <a href="#">01/2019</a> 2020: <a href="#">02/2020</a>
	Consider and/or identify new mobile site in East County by 12/2019	Complete *See Project Revisions Addendum	<a href="#">12/2019</a>
	Pilot East County sites using PDSA (Plan-Do-Study-Act) model and monitoring of productivity	Delayed *See COVID-19 Addendum	-
Collect additional data on location and needs of elderly homeless, develop and implement a plan in collaboration with partners, to address needs	Identify what data is needed by 08/2019	Complete	08/2019
	Map elderly homeless population by 09/2019	Complete	<a href="#">09/2019</a>
	Develop elderly homeless database report by 09/2019	Complete	<a href="#">06/2020</a>
	Identify concerns and gaps in services to use in future program planning by 06/2020	Complete	<a href="#">06/2020</a>
	Present elderly homeless summary data and recommendations to the Council on Homelessness 06/2020	Complete	10/1/2020
Update Quality Assurance and Performance Improvement plan to include additional analysis of key clinical process and quality outcome data; identify	Identify clinical measures to include in QA & PI plan in 2020-2023	Complete	<a href="#">07/2019</a>
	Medical Director and HCH management to review and update QA & PI plan	Complete	<a href="#">08/2019</a>

resources required to implement plan	Develop baseline data for strategic plan goals and objectives and include in QA &PI plan	<b>Complete</b>	<a href="#">10/2019</a>
	Receive Board for approval of QI plan for 2020-2023 by 12/2019	<b>Complete</b>	<a href="#">12/2019</a>
<p>For identified service gaps:</p> <p>a. Assess and, if appropriate, respond to funding and/or reimbursement opportunities</p> <p>b. Identify regulatory or other structural barriers to implement services and assess ability to remove barriers</p>	Maintain quarterly focus groups at shelters and Choosing Change groups	<b>Ongoing</b>	-
	Monitor and meet quarterly to assess data and identify current structural barriers	<b>Ongoing</b>	-
	Develop action plan template for quarterly meetings by 09/2019	<b>Complete</b>	<a href="#">09/2019</a>
	Develop action plan to prioritize and address identified barriers and service gaps	<b>Ongoing</b>	-
	Bring identified barriers and action plan to Public Health Medical Director quarterly	<b>Ongoing</b>	-

## Partnerships & Communication

Goal	Objectives	Project Status	Completion Date
Identify 2-3 areas to improve coordination with key County partners including CCHS divisions: Health, Housing and Homeless, Ambulatory, Emergency, and Behavioral Health	Develop internal communication plan by 12/2019 to include provider education, presentations to division heads and staff, HCH website update and promotion	Complete	<a href="#">12/2019</a>
	Develop and document 3 areas of collaboration for HCH to align services with Health, Housing, and Homeless Division needs by 12/2020	Complete	<a href="#">04/2020</a>
	Communicate current state of homeless services, data and new trends at monthly Public Health Clinic Services managers meeting	Ongoing	-
Develop a "Community Partnership Plan" that includes a guiding vision, identification of key partners and specific goals and objectives for each partner	Develop spreadsheet of partners and services, connection, and relationship with HCH by 12/2019	Complete	<a href="#">12/2019</a>
	Include new "Community Partnership Plan" on HCH website	In Progress	-
	Update County Board of Supervisors on homeless updates semi-annually	Ongoing	-

## Planning & Oversight

Goal	Objectives	Project Status	Completion Date
Identify key questions and issues requiring data to ensure effective planning: What are the unmet social and health needs of the homeless population?	Gather baseline data on the social needs of homeless patients enrolled in CommunityConnect by 12/2019	<b>Complete</b> *See Project Revisions Addendum	<a href="#">12/2019</a>
	Identify special populations with higher needs by 07/2020	<b>Complete</b>	<a href="#">06/2020</a>
	Develop homeless mortality report by 1/2020	<b>Complete</b>	<a href="#">02/2020</a>
Review existing needs assessments available through other county entities and identify data gaps to address key questions and issues	Collect existing needs assessments from within the last 5 years among HCH providers and within Contra Costa County by 03/2020	<b>Delayed</b> *See COVID-19 Addendum	-
	Review and compare needs assessments and conduct summary analysis by 12/2020	<b>Delayed</b> *See COVID-19 Addendum	-
	Identify gaps in HCH social needs screening by 12/2020 and adjust as needed	<b>Cancelled</b> *See Project Revisions Addendum	-
Conduct internal system analysis of overlapping homeless population data within the Contra Costa Health Services Department	Identify systems that live in the data warehouse by 12/2019	<b>Complete</b>	<a href="#">12/2019</a>
	Identify what services homeless clients are accessing by 07/2020	<b>Delayed</b> *See COVID-19 Addendum	-
	Develop map of homeless services and stratify population by 12/2020	<b>Delayed</b> *See COVID-19 Addendum	-
	Conduct analysis and develop summary of CCHS homeless	<b>Not Started</b>	-

	population and services accessed by 12/2021		
Conduct Board Assessment; develop Board Development & Training Plan	Identify, prioritize, and plan trainings for Board development	Ongoing	-
	Provide monthly requests of Board from Project Director and include as standing agenda item	Ongoing	-
	Develop Board Assessment by 12/2019	Complete	<a href="#">12/2019</a>
Develop dashboard for routine Board reports to include key clinical, operational, and financial metrics	Create dashboard for all UDS and HCH Specific patients by 06/2020	Complete	<a href="#">02/2020</a>

## Program Finances & Staffing

Goal	Objectives	Project Status	Completion Date
Continue to ensure all patients are enrolled in the best insurance/coverage programs possible	Monitor and resolve registration errors on a weekly basis	Ongoing	-
	Provide annual registration training and coverage insurance training	Ongoing	-
	Maintain covered CA certifications for 100% of registration staff	Ongoing	-
	Finalize insurance coverage standardized procedure by 07/2019	Complete	<a href="#">07/2019</a>
	Decrease uninsured patients by 2.5% by 12/2021	In Progress	-
Monitor state and national reimbursement and funding opportunities to support and augment current services	Increase ratio of external non-revenue funding to patients served by 3% annually by 12/2021	In Progress	<a href="#">2019</a> <a href="#">2020</a> 2021: TBD
Develop a capital plan to ensure adequate facilities and equipment for service delivery model including mobile options	Identify new facilities, equipment, supplies by 7/2019	Complete	<a href="#">07/2019</a>
	Prioritize above items by 12/2019	Complete	<a href="#">12/2019</a>
	Develop capital plan by 2/2020	Delayed *See COVID-19 Addendum	-
Identify resources needed for programming changes (new services, new locations, emphasis on special populations)	Identify gaps in services by 12/2019	Complete	<a href="#">12/2019</a>
	Prioritize needs by 3/2020	Complete	<a href="#">03/2020</a>
	Determine resources and staffing needed by 6/2020	Delayed *See COVID-19 Addendum	-



	Update annual HCH operating budget to meet program needs identified	Ongoing	-
Include discussion of programmatic changes in monthly all staff meetings	Include 'Program Updates' standing agenda item by 3/2019	Complete	<a href="#">03/2019</a>
	Send all meeting agendas prior to HCH All Staff Meetings	Ongoing	-
	Document discussion of programmatic changes in monthly HCH All Staff Meeting minutes	Ongoing	-
	Email and post on shared site HCH All Staff Meeting minutes for all HCH staff to review	Ongoing	-
	Submit monthly HCH All Staff Meeting minutes to HCH Board at the end of every calendar year	Ongoing	-
Provide staff continued core competency, trauma informed care and cultural humility training	Develop core competency curriculum by 12/2019	Complete	<a href="#">07/2019</a>
	Implement core competency curriculum with all staff by 3/2020	Complete	08/2019
	Maintain monthly Trauma Informed Care groups for all staff	Ongoing	-
	Provide annual cultural humility training for all staff	<b>Delayed</b> *See COVID-19 Addendum	-

## COVID-19 Response

Goal	Objectives	Project Status	Completion Date
Reduce the risk of COVID-19 infection among Contra Costa homeless by implementing COVID-19 testing and surveillance protocols	Conduct regular COVID-19 testing of symptomatic and asymptomatic individuals living at encampment sites	Ongoing	-
	Implement scheduled testing at all Project RoomKey hotels based on County wide positivity rate (monthly testing when positivity rate is above 5%)	Complete	06/2020
	Build a COVID-19 Homeless Dashboard in collaboration with H3 to monitor and track hotel placements, testing, and COVID-19 cases among the homeless	Complete	Internal: <a href="#">05/2020</a> : Public: <a href="#">05/2020</a>
Expand telehealth services to support safe access to care during the COVID-19 pandemic	Purchase Zoom Healthcare licenses for all HCH Clinical and Mental Health providers	Complete	06/2020
	Adopt new CCHS workflows and tools for telehealth services including automated appointment instructions	Complete	<a href="#">06/2020</a>
	Provide cell phones pre-loaded with the Zoom application to homeless clients	Ongoing	-
	Ensure HCH providers have designated telehealth appointments for Project RoomKey hotel residents	Ongoing	-

Develop a framework to evaluate the impact of Project RoomKey on homeless patient's mental health	Identify key metrics for ongoing tracking	<b>Complete</b>	<a href="#">08/2020</a>
	Build a mental health database report to track identified metrics	<b>Complete</b>	<a href="#">09/2020</a>

## **ADDENDUM: PROJECT REVISIONS AND CANCELLATIONS**

The following strategic plan goals and objectives have been modified from the originally adopted version. Revisions were discussed with the Health Care for the Homeless Co-Applicant Governing Board in February 2020 ([meeting minutes](#)).

### *Clinical Services and Quality Improvement*

- 1) Develop detailed plan for fixed and mobile services in East County in collaboration with the Health, Housing and Homeless Division, CCHS Ambulatory services and community partners.**
  - a) Original Objective: Consider and/or identify new ambulatory service sites in East County by 12/2019
  - b) Revised Objective: Consider and/or identify new mobile service site in East County by 12/2019
  - c) Reason for Revision: Reduce patient barriers to accessing care by establishing mobile clinic sites in the community

### *Planning and Oversight*

- 1) Identify key questions and issues requiring data to ensure effective planning**
  - a) Original Objective: Implement social needs screening into HCH clinical intake by 12/2019
  - b) Revised Objective: Gather baseline data on the social needs of homeless patients enrolled in CommunityConnect by 12/2019
  - c) Reason for Revision: Align with the CCHS system wide initiative to implement a universal social needs screening
  
- 2) Review existing needs assessments available through other county entities and identify data gaps to address key questions and issues.**
  - a) Original Objective: Identify gaps in HCH social needs screening by 12/2020 and adjust as needed
  - b) Revised Objective: Project Cancelled
  - c) Cancellation Reason: Cancelled in response to a CCHS wide initiative to implement a universal social needs screening

## ADDENDUM: COVID-19 RESPONSE

In response to the COVID-19 pandemic, Health Care for the Homeless has drastically altered our service delivery model to meet the needs of the community during these unprecedented times. Program resources and priorities have shifted to support new initiatives, including: testing and surveillance, expanding telehealth services, and coordinating hotel placements for those at greatest risk for infection.

Recognizing the ongoing role of Health Care for the Homeless in the COVID-19 response, HCH requests Board approval to postpone the following strategic plan initiatives until project year 2021

\*Board Approval received on 9/16/2020 ([meeting minutes](#))

### *Clinical Services and Quality Improvement*

Goal	Objectives
Develop detailed plan for fixed and mobile services in East Contra Costa County in collaboration with the Health, Housing and Homeless Division, CCHS Ambulatory services and community partners	Pilot East County sites using PDSA (Plan-Do-Study-Act) model and monitoring of productivity

### *Planning and Oversight*

Goal	Objectives
Review existing needs assessments available through other county entities and identify data gaps to address key questions and issues	Collect existing needs assessments from within the last 5 years among HCH providers and within Contra Costa County by 03/2020
	Review and compare needs assessments and conduct summary analysis by 12/2020
Conduct internal system analysis of overlapping homeless population data within the Contra Costa Health Services Department	Identify what services homeless clients are accessing by 07/2020
	Develop map of homeless services and stratify population by 12/2020

### *Program Finances and Staffing*

Goal	Objectives
Develop a capital plan to ensure adequate facilities and equipment for service delivery model including mobile options	Develop capital plan by 2/2020

Identify resources needed for programming changes (new services, new locations, emphasis on special populations)	Determine resources and staffing needed by 6/2020
Provide staff continued core competency, trauma informed care and cultural humility training.	Provide annual cultural humility training for all staff

Additionally, Healthcare for the Homeless requests Board approval to add the following COVID-19 related initiatives to the 2018-2020 strategic plan.

\*Board Approval received on 9/16/2020 ([meeting minutes](#))

*COVID-19 Response*

<b>Goal</b>	<b>Objectives</b>
Reduce the risk of COVID-19 infection among Contra Costa homeless by implementing COVID-19 testing and surveillance protocols	Conduct regular COVID-19 testing of symptomatic and asymptomatic individuals living at encampment sites
	Implement scheduled testing at all Project RoomKey hotels based on County wide positivity rate (monthly testing when positivity rate is above 5%)
	Build a COVID-19 Homeless Dashboard in collaboration with H3 to monitor and track hotel placements, testing, and COVID-19 cases among the homeless
Expand telehealth services to support safe access to care during the COVID-19 pandemic	Purchase Zoom Healthcare licenses for all HCH Clinical and Mental Health providers
	Adopt new CCHS workflows and tools for telehealth services including automated appointment instructions
	Provide cell phones pre-loaded with the Zoom application to homeless clients
	Ensure HCH providers have designated telehealth appointments for Project RoomKey hotel residents
Develop a framework to evaluate the impact of Project RoomKey on homeless patient's mental health	Identify key metrics for ongoing tracking
	Build a mental health database report to track identified metrics